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ADOPTED JAN. 13, 1994²

Taken Under Advisement on December 22, 1993

MEMORANDUM

RESUBMITTED JANUARY 13, 1994

TO: BOSTON REDEVELOPMENT AUTHORITY AND
PAUL L. BARRETT, DIRECTOR

FROM: BEVERLEY JOHNSON, ASSISTANT DIRECTOR FOR
INSTITUTIONAL PLANNING AND DEVELOPMENT
LINDA MONGELLI HAAR, ASSISTANT DIRECTOR FOR
NEIGHBORHOOD PLANNING AND ZONING
LARRY KOFF, PROJECT COORDINATOR FOR
INSTITUTIONAL PLANNING AND DEVELOPMENT

SUBJECT: PUBLIC HEARING CONCERNING A DEVELOPMENT IMPACT
PROJECT PLAN AND AN INSTITUTIONAL MASTER PLAN FOR
NEW ENGLAND DEACONESS HOSPITAL AND RELATED ZONING
TEXT AND MAP AMENDMENTS

SUMMARY: This project was taken under advisement by the Board at the December 22, 1993 meeting. This Memorandum requests that the Authority: 1) Authorize the Director to petition the Zoning Commission to adopt the zoning text and map amendments establishing the New England Deaconess Hospital Institutional District; 2) Approve the New England Deaconess Hospital Institutional Master Plan; 3) Authorize the Director to enter into a Cooperation Agreement with New England Deaconess Hospital in connection with its Institutional Master Plan and Proposed Project; 4) Approve the Development Impact Project Plan ("DIP Plan") submitted by New England Deaconess Hospital in connection with the construction of a research facility project at 169-171 Pilgrim Road ("the Proposed Project"); 5) Authorize the Director to enter into a Development Impact Project Agreement ("DIP Agreement") with New England Deaconess Hospital in connection with the Proposed Project; and 6) Authorize the Director to issue an Adequacy Determination for the Proposed Project upon completion of the Authority's Article 31 development review process.

INTRODUCTION

On December 22, 1993, the Boston Redevelopment Authority held a public hearing concerning the Development Impact Project Plan and an Institutional Master Plan for

the New England Deaconess Hospital and related zoning text and map amendments. At the conclusion of the hearing, the Authority voted to take the project under advisement so that issues raised could be addressed.

New England Deaconess Hospital (the "NEDH" or "Hospital") is a sophisticated tertiary care institution known for academic excellence and research of the highest standards. The Hospital's campus is located between Brookline Avenue, Longwood Avenue, and the Riverway within the Longwood Medical Area (LMA) on approximately 378,000 square feet of land. The surrounding LMA is characterized by medical institutions and health care-related uses. The NEDH has identified an urgent need for modern research space in proximity to its on-campus clinical programs in order to accommodate the NEDH focus on patient care research.

The Hospital requests approval of a Development Impact Project Plan and a Development Impact Project Agreement for the construction of a proposed project at 169-171 Pilgrim Road. The NEDH also requests the approval of the New England Deaconess Hospital Institutional Master Plan. In addition, the Hospital requests approval of zoning text and map amendments as proposed by the BRA that would establish the New England Deaconess Hospital Institutional District.

PROJECT DESCRIPTION

The NEDH proposes to construct a \$70 million Research Facility at 169-171 Pilgrim Road. The building will be 175' above-grade, and will contain approximately 236,740 gross square feet (for floor area ratio purposes) devoted to supporting the research needs of the Hospital. The Hospital's existing research space will be consolidated into one building. The Proposed Project will include space for an animal research facility, laboratory space for research, an auditorium and office/support space, and other uses incidental to a hospital research facility (such as loading facilities and storage of hazardous and flammable materials).

URBAN DESIGN

The Proposed Project has been substantially improved through the design review process. The Hospital initially presented a higher building of 190 feet in height containing 12 stories. Following review with Authority urban design staff and the Boston Civic Design Commission (BCDC), the project was reduced to 175 feet and the number of stories reduced to eleven. The BCDC recommended approval of the schematic design on August 3, 1993. The current site plan and elevations are shown in the attached exhibits. This scheme (dated "October 1, 1993," as revised) has received schematic design approval of the Authority's staff.

INSTITUTIONAL ZONING

Zoning text and map amendments are proposed in order to create new zoning controls for the area that includes the campus of the New England Deaconess Hospital. The goal of the proposed zoning is to permit institutional growth in a manner compatible with the surrounding area, as reflected in an Institutional Master Plan. The proposed zoning, which would establish the New England Deaconess Hospital Institutional District in place of the existing H-2 district zoning, follows closely the institutional master planning provisions recently adopted by the Authority and the Zoning Commission for the Beth Israel Hospital Institutional District, the Massachusetts College of Pharmacy Institutional District, and the comprehensive zoning plan being prepared for the entire Longwood Medical Area.

New institutional development would be subject to the Institutional Master Plan requirement of the proposed zoning. This would require an institution to prepare an Institutional Master Plan describing its future development program. The Institutional Master Plan must be approved by the Authority and the Zoning Commission, after public hearings, prior to the construction of any project that must be described in an Institutional Master Plan.

In addition to establishing the Institutional Master Plan requirement, the proposed zoning establishes underlying use and dimensional controls to govern projects that are not subject to Institutional Master Plan approval. Projects that do require Institutional Master Plan approval are governed by the use, dimensional, and parking and loading requirements that are approved in the Institutional Master Plan.

The proposed Institutional District is the third Institutional District zoning article to be proposed during the planning process for the Longwood Medical Area. Like its two predecessors (the Beth Israel Hospital Institutional District and Massachusetts College of Pharmacy Institutional District), the proposed Institutional District is designed to meet the need for new zoning controls to govern institutional growth until comprehensive zoning regulations for the entire Longwood Medical Area have been developed. Upon completion of the area-wide planning and public review processes, the zoning regulations for the entire Longwood Medical Area will replace those previously developed for the individual Institutional Districts.

Among the provisions that will be included in the area-wide zoning regulations will be setbacks and height restrictions to establish appropriate street walls and, most importantly, to protect open space and residential areas within and adjacent to the LMA. One area to be protected by such regulations will be the Riverway parkway and park area. A portion of this area borders the proposed New England Deaconess Hospital Institutional District. Because area-wide regulations are at a planning stage, setback and street wall regulations are not included in the proposed zoning. However, setback and height restrictions established by City ordinance continue to provide basic protection for the Riverway area during this planning period.

INSTITUTIONAL MASTER PLAN

The Hospital's Institutional Master Plan, entitled "New England Deaconess Institutional Master Plan, 1993-2003" (the "Master Plan"), has been prepared to describe anticipated development over the next ten-year period to the year 2003. The projects described in the Master Plan include a project (the "Proposed Project") to construct a new Research Facility of approximately 236,740 gross square feet (for floor area ratio purposes) on the site of the existing Maintenance Building along Pilgrim Road and two temporary structures along Autumn Street. The Maintenance Building and the two temporary structures will be demolished to allow for construction of the Proposed Project. The Proposed Project will provide facilities that will support the research needs of the Hospital, and will consolidate the Hospital's existing research space into one building.

ARTICLE 31 DEVELOPMENT REVIEW

On March 4, 1993, the NEDH voluntarily submitted to the BRA a Project Notification Form (PNF) for Article 31 development review of the Proposed Project. BRA staff issued a Scoping Determination on May 17, 1993 that addressed issues associated with the Proposed Project. The Hospital responded on November 1, 1993 by submitting a Joint Draft Project Impact and Environmental Impact Report (the "Joint Draft Report") as directed by the BRA and the Executive Office of Environmental Affairs.

COMMUNITY REVIEW

In accordance with the requirements of Article 31, formal presentations were made to the Mission Hill Planning and Zoning Advisory Committee (PZAC) in October and November 1993. The Mission Hill PZAC voted on November 17, 1993 to support the BRA's approval of the Proposed Project. A letter of support from the PZAC is being submitted to the BRA.

PUBLIC BENEFITS

The NEDH is providing a comprehensive public benefits package that includes Housing Linkage of approximately \$1,181,200 and Jobs Linkage of \$236,240. The Proposed Project also will provide 200 construction jobs and 300 permanent jobs. In addition, the Hospital will work with the local community and city agencies to develop a job creation proposal to serve the residents of the local community that supplements other Longwood Medical Area employment and training initiatives using the job linkage funds for the Proposed Project. The NEDH in cooperation with the Mayor's Office of Jobs and Community Services, will identify existing education and training programs serving the community and maximize resources by coordinating, and in some cases, integrating programs. The Hospital will continue to work with the local community to increase the number of Hospital employees from the local community, and will target

qualified community residents for new employment opportunities, and will target current employees from the local community for skills upgrading opportunities. In addition, a PILOT payment amount and schedule is currently being negotiated with the City of Boston Assessing Department.

TRANSPORTATION ACCESS PLAN AGREEMENT

The Proposed Project has been reviewed by the Boston Transportation Department. A Transportation Access Plan Agreement ("TAP Agreement") is being prepared and includes mitigation measures and provisions for the Proposed Project. A TAP Agreement satisfactory to the Commissioner of BTD will be executed prior to the issuance of a building permit for the construction of the Proposed Project.

CONCLUSION

BRA staff recommends that the Authority: (1) Authorize the Director to petition the Zoning Commission to adopt the zoning text and map amendments establishing the New England Deaconess Hospital Institutional District; (2) Approve the New England Deaconess Hospital Institutional Master Plan; (3) Authorize the Director to enter into a Cooperation Agreement with the New England Deaconess Hospital and other agreements required by or incidental to the Cooperation Agreement; (4) Approve the Development Impact Project Plan ("DIP Plan") submitted by the New England Deaconess Hospital in connection with the Proposed Project; (5) Authorize the Director to enter into a Development Impact Project Agreement ("DIP Agreement") with the New England Deaconess Hospital in connection with the Proposed Project; and (6) Authorize the Director to issue an Adequacy Determination for the New England Deaconess Hospital Research Facility Project upon completion of the Authority's Article 31 process.

Appropriate votes follow:

VOTED: That the Boston Redevelopment Authority authorize the Director to petition the Zoning Commission to adopt Article 72 and related text and map amendments establishing the New England Deaconess Hospital Institutional District, in substantial accord with the text and map amendments submitted to the Authority at its hearing on December 22, 1993; and further

VOTED: That the Boston Redevelopment Authority approve the New England Deaconess Hospital Institutional Master Plan presented to the Authority at its hearing on December 22, 1993; and authorize the Director to petition the Zoning Commission to adopt a zoning map amendment depicting the New England Deaconess Hospital Institutional Master Plan Area in substantial accord with the map

amendment submitted to the Authority at its hearing on December 22, 1993; and further

VOTED: That with respect to the Cooperation Agreement presented to the Authority at its hearing on December 22, 1993 (the "Cooperation Agreement"), the Boston Redevelopment Authority authorizes the Director, in the name and on behalf of the Authority, to execute and deliver: (1) the Cooperation Agreement in the form presented at the Authority's December 22, 1993 hearing, subject to such revisions deemed necessary and appropriate by the Director, and (2) all other agreements and documents required by or incidental to the Cooperation Agreement; and further

VOTED: That with respect to the Proposed Project at 169-171 Pilgrim Road (the "Proposed Project") presented to the Boston Redevelopment Authority at its public hearing on December 22, 1993 by the New England Deaconess Hospital, the Boston Redevelopment Authority hereby issues the following findings, approvals, and authorizations:

- (1) With respect to the requirements of Articles 26 through 26B (Development Impact Projects) of the Boston Zoning Code, as amended:
 - (a) The Boston Redevelopment Authority, after due consideration of the evidence presented at the Authority's public hearing on December 22, 1993, finds that the Development Impact Project Plan presented at said hearing (the "DIP Plan"): (i) conforms to the general plan for the City of Boston as a whole; (ii) contains nothing that will be injurious to the neighborhood or otherwise detrimental to the public welfare; and (iii) does adequately and sufficiently satisfy all other requirements of Articles 26 through 26B for a Development Impact Project Plan; and further
 - (b) The Boston Redevelopment Authority approves the DIP Plan presented at the Authority's December 22, 1993 hearing. Said DIP Plan is embodied in a written document entitled "Development Impact Project Plan for the New England Deaconess Hospital" and exhibits thereto; and further
 - (c) The Boston Redevelopment Authority authorizes the Director, in the name and on behalf of the Authority:

- (i) To execute and deliver: (1) a Development Impact Project Agreement in the form presented at the Authority's December 22, 1993 public hearing, subject to such revisions deemed necessary and appropriate by the Director (the "DIP Agreement"), and (2) any other agreements with New England Deaconess Hospital required by or incidental to the DIP Agreement; and
 - (ii) To certify: (1) that plans submitted to the Inspectional Services Department in connection with the Proposed Project conform to the DIP Plan, at such time as the Director, in his discretion, determines that such plans so conform; and (2) that New England Deaconess Hospital has entered into a DIP Agreement with the Authority that meets all of the requirements of Articles 26 through 26B of the Boston Zoning Code, as amended; and further
- (2) With respect to Development Review of the Proposed Project under Article 31 of the Boston Zoning Code, as amended, the Boston Redevelopment Authority authorizes the Director to issue an Adequacy Determination upon completion of the Authority's Article 31 process, provided that the final design review approval shall not be granted prior to the execution of a Transportation Access Plan Agreement for the New England Deaconess Hospital Research Facility project (the "TAP Agreement"), and provided further that New England Deaconess Hospital shall enter into a Boston Residents Construction Employment Plan, a Memorandum of Understanding, a First Source Agreement and other necessary agreements with the Mayor's Office of Jobs and Community Services with respect to the Proposed Project; and further
- (3) The Boston Redevelopment Authority authorizes the Director to certify, in the name and on behalf of the Authority, that the plans submitted to the Inspectional Services Department in connection with the Proposed Project are consistent with the description of such Proposed Project in the New England Deaconess Hospital Institutional Master Plan at such time as the Director, in his discretion, determines that such plans are so consistent; and further

VOTED: That any agreements or other documents executed by the Director on behalf of the Boston Redevelopment Authority pursuant to the

authority granted by the foregoing votes shall include such terms and conditions as the Director deems appropriate and in the best interests of the Authority, the Director's execution and delivery of such agreements and other documents to be conclusive evidence of the Director's determination and of the authorization granted to him hereunder. All agreements, plans, and other documents approved by the Boston Redevelopment Authority, or executed by its Director, pursuant to such votes, shall be on file in the office of the Boston Redevelopment Authority.

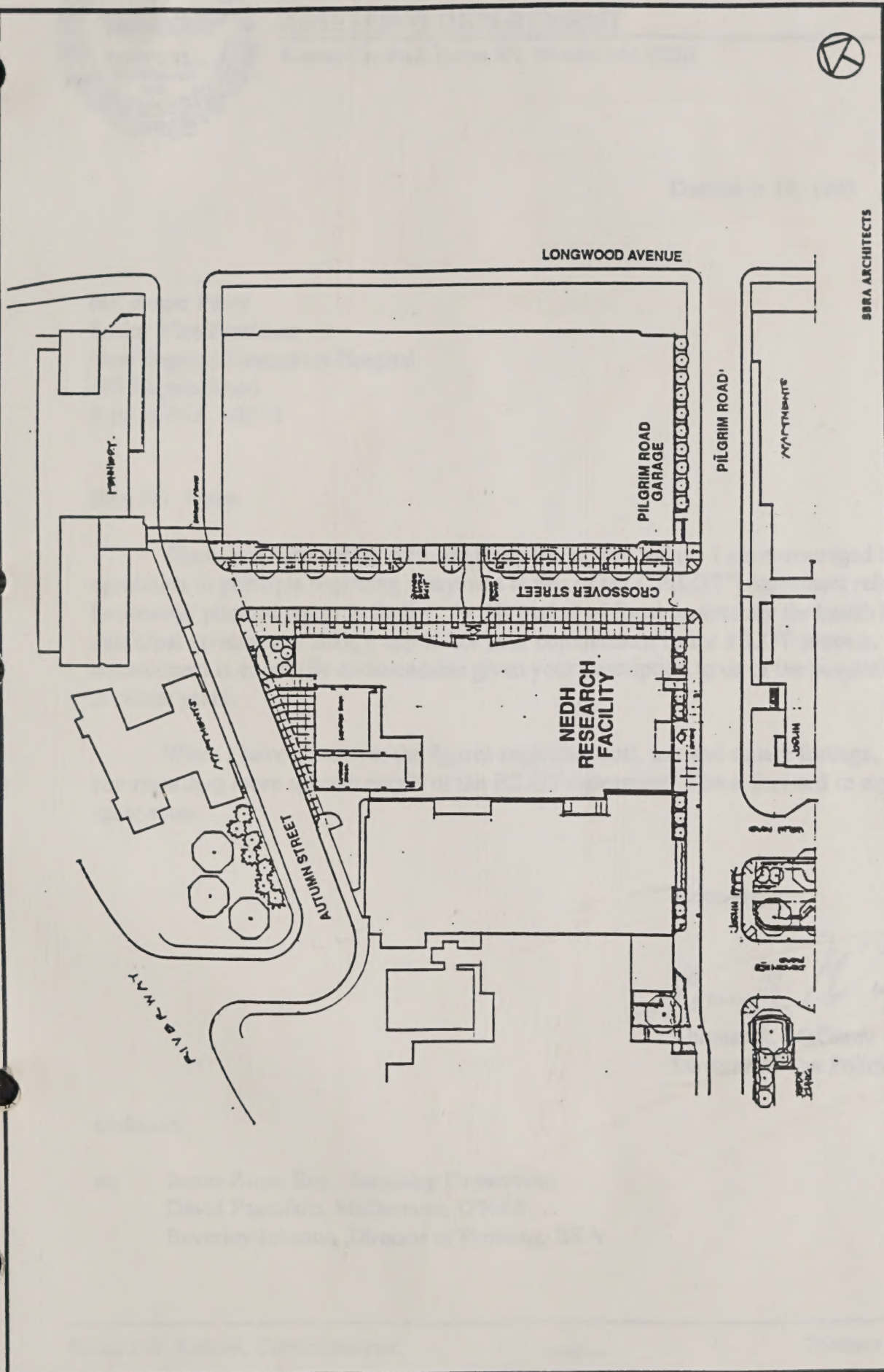


FIGURE III.1.1-1
SITE PLAN
NEW ENGLAND DEACONESS HOSPITAL RESEARCH FACILITY



ASSESSING DEPARTMENT

Boston City Hall, Room 301, Boston, MA 02201

December 16, 1993

Mr. Roger Perry
Senior Vice President
New England Deaconess Hospital
185 Pilgrim Road
Boston, MA 02215

Dear Mr. Perry:

Thank you for meeting with Jim Rose and myself today. I am encouraged by our agreement in principle regarding a payment in lieu of tax ("PILOT") agreement relative to the Deaconess' planned research facility. In this period of fiscal uncertainty for health institutions and municipal government alike, I appreciate your commitment to the PILOT process. Your commitment is especially commendable given your description to us of the hospital's budget cuts in recent years.

When I have gone over the figures regarding cost, use and square footage, I will contact you regarding more specific details of the PILOT agreement. I look forward to meeting with you again soon.

Sincerely,

Thomas A. McGarey
Director of Tax Policy

enclosure

cc: James Rose, Esq., Assessing Department
David Passafaro, McDermott, O'Neill
Beverley Johnson, Director of Planning, BRA

NEW ENGLAND DEACONESS HOSPITAL

TOTAL BOSTON RESIDENTS EMPLOYED

Title	Total Boston Res. Employed
Unit Coord/Ward Secy	38
Systems Analyst	1
Staff Nurse (RN)	112
Secretary/Receptnist(NM)	28
Secretary/Receptnist(M)	37
Research Asst/Tech	25
Programmer/Prog Analyst	2
Phlebotomist	15
PC Analyst/Specialist	1
Patient Care Tech	33
OR Tech/Surg Tech	2
Nursing Aide/Asst	37
Nurse Manager	11
Mental Health Asst	4
Medical Technologist	27
Med Recs Clerk/Asst	19
Med Records Coder	2
Med Lab Tech	3
Lic Prac/Voc Nurse	2
Lab Asst (Rsrch)	5
Lab Assistant	1
Interpreter	4
Internal Auditor	1
HVAC Mechanic	2
Histology Tech	2
Gen Maint/Floor Mechanic	7
Financial Analyst	2
Exp Adm Sec/Stf Asst(NM)	36
Exp Adm Sec/Stf Asst(M)	9
Electronmicroscopy Tech	1
Electrician	1
EEG Technologist	1
Data Research Prof	1
Data Entry Clerk	7
Billor/Coordinator/PAR	36
Autopsy Assistant	3
Animal Care Tech	3
Admit/Regist Staff	23
Accounting Clerk(Incl..)	14
Accountant	1

Title	Total Boston Res. Employed
Video/Photography Staff	2
Social Worker (MSW)	4
Security	1
Respiratory Therapist	3
Residents/Fellows	72
Radiologic Tech(Incl...)	13
Radiation Therapy Tech	11
Physician Assistant	1
Physical Therapist	7
Pharmacy Technician	4
Pharmacist	10
Other	86
Nutrition Assistant	14
Nuclear Med Tech	1
MD/Scientist/PhD	30
Materials Handler	10
Marketing Professional	1
Manager/Director	15
Librarians	1
Laundry/Hskpr/Trans/Diet	165
Human Resource Prof	1
Facilities Mgmt Prof	2
Equipment Aide	3
EKG Technician	10
Driver	7
Diet Technician	3
Counselors	2
Cook	7
Computer Operators	10
Clinical Engineer	1
Clinical Dietitian	3
Cardiac Cath Tech	2
Buyer/Purchasing Asst	4

Totals

1065

Average salary \$35,000.00 x 1,065 employees = \$37,275,000.00.

Total number of full-time employees = 2,646.

Boston residents represent 40.25% of total full-time employees.

